

Sports Council For Glasgow

Strategy 2019 – 2022

Vision

The organisation's purposes are the advancement of public participation in sport through(out) Glasgow.



Mission

- Encouraging citizens of all ages, all communities and local organisations based or carrying out the majority of their activities within Glasgow, to participate in sport and related physical activities and through this to live healthy lifestyles;
- Providing a unified & independent voice for member sports clubs and organisations to improve sport experiences across Glasgow; and
- Assisting members to develop their clubs and organisations through facilitating programmes and services, including provision of specific grants that address their particular needs.



Strong Organisation

Equality, Finance, Governance, Operations, Relevance, Sustainability

Strategic Goals	Encourage increased participation in sport and physical activity	Promote healthy lifestyles	Grow, and sustain, our membership
	People (Board, members, volunteers) Places (Glasgow) Profile (Our profile, profile of our members)		
Strategic Themes	Enhancing our profile and the profile of our members	Recognising the achievement of our members	
	Retaining existing members and targeting new member recruitment	Developing and supporting our members	
	Financial development and fundraising	Developing people – our people, people within our member organisations	
	Having a local impact		
Operational plan Aims, Objectives, KPIs			

Strong Organisation

Equality

- Ensuring that core values of equality and diversity are upheld
 - Avoiding discrimination
 - Valuing diversity by going beyond the legal minimum requirements regarding equality
 - Equally Act 2010

Finance

- Overseeing the organisations assets, including the running and operation of the grant schemes
- Reviewing and proposing the annual budget
- Producing regular financial reports
- Reviewing governance relating to financial procedures

Governance

- Ensuring the organisation has appropriate policies in place to balance the power of organisation while also encouraging those working within the organisation to carry out their primary duty of enhancing the organisation
 - Compiling a list of existing policies and ensuring they are up-to-date
 - Identifying policies which the Sports Council for Glasgow would benefit by having and proposing, and implementing, policies as appropriate to aid organisation development

Operations

- Having a primary point of contact for all task allocation for all staff, to assist with the smooth running of the office.
- Conducting appraisals and review pay and annual leave etc in conjunction with the Chairperson and the Director of Finance.

Relevance

- Ensuring the organisation continues to offer suitable benefits and services
 - Benefits and services which are desired by the membership
 - Benefits and services which aim to fit in within current Glasgow marketplace

Sustainability

- Ensuring the organisation is able to survive and thrive
 - Balancing the current status and position of the organisation and planning for the future, through succession planning

Strategic Themes

Enhancing our profile and the profile of our members		
Priority	How will we achieve this?	What does success look like?
Marketing of the Sports Council for Glasgow	Create quality newsletters, social media and website content to share information and grow reach: 24 Newsletters annually 104 Facebook posts annually 104 Tweets annually Regular website updates	Increased membership (>250) Increased Facebook likes (>1000) Increased Twitter followers (>500)
Publicising the work of members	Promote what members do and offer through our newsletters, social media and website: 24 annual posts / articles featuring the work of members highlighting performance, coaching, officiating, volunteering and use of our grant system to support	24 annual posts / articles 4 annual case studies produced
Developing partnerships which will assist the organisation and our members	Create a partnership agreement template and identify key partners	Creation, and/or retention, of 5 key partnerships
Recognising the achievement of our members		
Priority	How will we achieve this?	What does success look like?
Recognising and promoting member achievement	Promotion and delivery of annual Awards event Promoting and presenting Club of the Month Award, with 12 awards annually	Event runs to budget Event attracts representation from 25% of membership All award categories attract nominations 20% increase in nominations 20% increase in nominations
Retaining existing members and targeting new member recruitment		
Priority	How will we achieve this?	What does success look like?
Retention of current members	Direct communication with all member clubs regarding renewal of membership through clear newsletter, e-mail, face-to-face and social media communication Increase in usage of Direct Debit as a payment method	75% annual retention of members who continue to be in existence 40% increase in usage of Direct Debit for renewals
Recruitment of new people and organisations into membership	Creation and circulation of a membership (and/or e-pack) Having a membership flyer (and/or e-flyer) updated and available	222 for 2022 (222 members by 2022)

Developing and supporting our members

Priority	How will we achieve this?	What does success look like?
PVG	Countersigning of applications by ensuring appropriate support process are in place in signing of a two-way agreement with any members utilising the service Annual internal audit of PVG processes Featuring of Safeguarding and Child Protection at members' events	Delivery of a PVG / Safeguarding update through partnership working with industry experts, on a biennial basis
Networking Opportunities	Face-to-face Online	Annual members' day / forum held Networking through Facebook
Supporting the design of activities which will assist the development of our members and which will attract prospective members	Delivery of members' events	Annual members' day / members' forum open to both existing and prospective new members – to feature 3 specialist workshops and the latest overview of the Sports Council

Financial development and fundraising

Priority	How will we achieve this?	What does success look like?
Identifying, and accessing, additional sources of funding for the Sports Council to assist organisational development and to support member development programmes	Identifying projects where additional funding could support the Sports Council Apply to grant funders, with a minimum of 4 submissions annually	Production of a list of potential key needs / projects 1 successful application for funding annually

Developing people – our people, people within our member organisations

Priority	How will we achieve this?	What does success look like?
Provision of access to CPD opportunities for Board and Staff	Identify appropriate CPD opportunities e.g. sportscotland/SSA programme, with a minimum uptake of 6 annually	Register of Board and Staff attendance at CPD opportunities kept
Provision of access to club/people development opportunities for members	Annually: 1 x Child Protection training 1 x Finance support workshops 1 x First Aid course	Register of attendees to be kept
Creation of volunteering opportunities for members	Creation and delivery of Sports Council for Glasgow Ambassador programme Ambassador recruitment and deployment strategy created and implemented Advertise for Ambassadors via Glasgow Volunteer Bureau	12 Ambassadors trained and deployed Advert written and placed

Having a local impact

Priority	How will we achieve this?	What does success look like?
Building links with members to identify relevant issues affecting a number of members which can be raised via the organisation to Glasgow City Council, Glasgow Life and Glasgow Sport	Creation of a forum for members to discuss issues affecting their organisations Members' feedback survey to be created and made available in autumn 2019	Annual members' forum, with 10% of membership in attendance Survey completed by 20% of membership

Operational Structure to Enable the Strategy

To help to deliver the strategy, an effective 'Sub-Committee' structure will be put into place. However, it must be noted that as a SCIO all Trustees have a responsibility to contribute towards the effective running of the organisation.

	Strong Organisation Equality, Finance, Governance, Operations, Relevance, Sustainability		
Strategic Goals	Encourage increased participation in sport and physical activity	Promote healthy lifestyles	Grow, and sustain, our membership
Enablers	People (Board, members, volunteers)		
	Places (Glasgow)		
	Profile (Our profile, profile of our members)		
Strategic Themes	Enhancing our profile and the profile of our members		Recognising the achievement of our members
	Retaining existing members and targeting new member recruitment		Developing and supporting our members
	Financial development and fundraising		Developing people – our people, people within our member organisations
	Having a local impact		
	Operational plan Aims, Objectives, KPIs		

Sub-Committee	Main Strategic Theme(s) Development Area or Key 'Strong Organisation' Development Area
Communications & IT	This underpins all activities – and includes internal and external communication, which supports all strategic themes and a strong organisation
Events	Recognising the achievement of our members Developing and supporting our members
Finance	Financial development and fundraising
Governance	Governance
Membership	Retaining existing members and targeting new member recruitment Developing and supporting our members Enhancing the profile of our members
Personnel	Developing people – our people, people within our members organisations